



Missouri Military and Defense Strategic Plan

2020-2022

Missouri Military Preparedness and
Enhancement Commission

Adopted by the Commission

December 3, 2019





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To Governor Parson, the Missouri General Assembly and Missouri's Citizens:

On behalf of the members of the Missouri Military Preparedness and Enhancement Commission (MMPEC), it is my pleasure to present you MMPEC's 2020-2022 Military and Defense Strategic Plan.

The plan is a statutorily mandated, biennial effort to chart a course for Missouri to be successful in retaining and growing the value of US Department of Defense bases, military mission, and defense agencies that operate in our state.

We also have the responsibility to ensure that Missouri is a good home to the tens of thousands of Soldiers, Marines, Sailors, Airmen, and Coast Guardsmen who serve and live in our state, and to see to it that we are an attractive place for them to stay or return to when their military service ends.

Finally, we believe Missouri has a significant role to play in supporting our nation's defense through the successful work of defense companies like Boeing Defense, Space and Security in St. Louis, and the hundreds of other defense contractors that exist across our state.

While state-led efforts are important, we want to recognize and show our appreciation for our many local and regional partners around the state who contribute so much to keeping our defense sector strong. The role of defense community leader has become a nationally-recognized profession, and we certainly could not be successful without this strong leadership. We believe this Military and Defense Strategic Plan will enable and empower these strong leaders to better serve the military and achieve even more for our state.

This strategic plan is based on the input of hundreds of defense community and civic leaders, state legislators, chambers of commerce and economic developers, installation support organizations, defense business leaders, educators and researchers. We want to thank them for all their hard work and willingness to share their thoughts. Many new ideas we obtained are reflected in this 2020-2022 strategic plan but the basic framework—especially the three key goals—have been retained from our prior plan.

As required by law, this plan will serve as a guiding document for the state government's efforts over the next two years. We hope it will also provide guidance and inspiration for all our key partners across the state who are working to strengthen our bases, create a higher quality of life for those in uniform and their families and support the growth and success of our defense businesses.

On behalf of our MMPEC Commissioners and the Missouri Military Advocate, we thank those who read this report for their partnership and we look forward to building an even stronger military and defense sector in our state.

Very respectfully,

Robert D. Hagedorn
MMPEC Chair

Military and Defense Strategic Plan

2020-2022

1. **Introduction.** This is a Strategic Plan for the Missouri Military Preparedness and Enhancement Commission (MMPEC) that was adopted by the MMPEC Commissioners at their meeting on December 3, 2019. It is a statement of why MMPEC was created by the state legislature, what goals it is trying to achieve, how it is working, and how it will know whether it is achieving its desired outcomes. This Strategic Plan satisfies the provision of Section 41.101.6 (8) that requires MMPEC to prepare a biennial strategic plan that:
 - a) Fosters the enhancement of military value of the contributions of Missouri military installations to national defense strategies;
 - b) Considers all current and anticipated base realignment and closure criteria; and
 - c) Develops strategies to protect the state's existing military missions and positions the state to be competitive for new and expanded military missions and defense industries
2. **Purpose.** This Strategic Plan is intended to guide the actions of MMPEC and the Office of the Military Advocate in achieving their legislative mandates and adopted policies. It is also intended to communicate its plans and actions to the General Assembly, the Governor and stakeholders around the state.
3. **Background.** Established in 2005 by the Missouri General Assembly, the Missouri Military Preparedness and Enhancement Commission (“MMPEC”) is an eleven-member commission that has a statutory charge to preserve and expand the military’s presence and success in Missouri, and preserve the economic, social and societal benefits the military provides for our state. MMPEC is governed by Section 41.1010 RSMo.

As defined by Missouri law and adopted policies, MMPEC’s responsibility is to:

- a) Ensure that Missouri is seen as a military friendly state by the Department of Defense; all branches of the military; the Department of Homeland Security; and related agencies and organizations;
- b) Promote economic development related to military issues in Missouri by fostering the development of defense related industries;
- c) Position Missouri to retain its existing military installations and facilities and to acquire additional missions for our military installations;
- d) Function as a clearinghouse by providing military installation information and recommendations to enhance the military value of Missouri defense installations to the

Governor, General Assembly, Congressional Delegation, and state and federal government officials;

- e) Further educate Missourians and public officials on the missions and responsibilities of the Missouri military armed forces and citizen soldiers, and the significance and the crucial economic impact of the military installations and defense industries located in the state;
 - f) Assist communities by preparing them for Base Realignment and Closure (“BRAC”) or other Department of Defense (“DoD”) actions, and provided needed assistance to those communities negatively affected by those actions; (by implication, assisting communities in leveraging opportunities for growth of installations)
 - g) Assist communities in retaining and recruiting defense-related businesses;
 - h) Improve the lives of military families in Missouri; and
 - i) Increase employment opportunities for former members of the military.
4. **Process.** The MMPEC’s first biennial strategic plan was adopted in March 2017 and guided the work of MMPEC and the Office of Military Advocate from 2017 through 2019. The first plan drew heavily upon public input received through a series of regional public meetings to gather key stakeholder input on how Missouri could best prepare for an uncertain future affecting our military bases and defense agencies, our defense procurement businesses, and defense-related research and innovation. The public meetings brought together wide range of community and civic leaders, chambers of commerce and economic developers, installation support organizations, defense businesses, educators and researchers to provide input.

This 2020-2022 strategic plan borrows heavily from the intent of the prior plan, but contains new ideas and strategies that are based on input received from a “Virtual Town Hall Meeting” that was conducted by the Office of the Military Advocate. This Town Hall format was an interactive, internet-based set of questions that allowed stakeholders to vote on a set of issues and questions posed by the Military Advocate and allowed great flexibility for open-ended responses. There was a kickoff Town Hall webcast on June 26, 2019 and the site remained live for input through July 25, 2019. There was also a Notice of Public Comment Period from October 3 to October 18, 2019

During the Town Hall and Public Comment period, several hundred responses from all parts of the state were received, and they were prioritized and integrated into this new document.

5. **MMPEC’s mission, vision and values.** These are statements of purpose and manner of operating that are consistent with the law that created MMPEC, and with the expectations and aspirations of those we work with across the state and in other places.

Missouri law requires MMPEC to advise the Governor and the General Assembly on military issues and economic and industrial development related to military issues; make specific recommendations to policy makers regarding a broad range of military and defense challenges and

opportunities in Missouri; provide information and assistance to communities and other stakeholders; foster strategic regional alliances that may extend over state lines; and encourage economic development by fostering the development of industries related to defense affairs.

To enable MMPEC and to show clear purpose, MMPEC hereby adopts the following:

Vision

To make Missouri the preferred location for national defense investments and jobs, and the destination of choice for Service members and their families, and veterans.

Mission

MMPEC's mission is to provide leadership in the state's efforts to retain and enhance military installations, missions and agencies; to encourage the growth of defense businesses; and create a supportive environment for Service members and their families that includes opportunities for employment when they leave the military.

Values

- We value our responsibility as the state's leader in making Missouri the best possible place for the U.S. Department of Defense and defense-related entities to carry on their work in defending our Nation.
 - We value our role in ensuring that Missourians have good jobs that are connected to defense-related companies and military installations, missions and defense agencies.
 - We work in a true collaboration with local, regional, state and federal partners and stakeholders.
 - We conduct our work with the highest ethical standards, and our actions are transparent.
- 6. Goals.** Based on input from our Virtual Town Hall meeting, and the solid foundation of our prior strategic plan, we have adopted three (3) overarching strategic goals that will focus MMPEC's efforts in the performance of its mission, and give guidance to the Governor and General Assembly.

Each goal has strategies associated with it that MMPEC believes is achievable and advances the mission and vision of MMPEC. Since this plan is intended as a set of policy recommendations for all of state government, accomplishing many of the strategies will fall outside the abilities of MMPEC, the Military Advocate, and the Department of Economic Development where the Military Advocate resides.

However, since this plan must be actionable and measurable, the Military Advocate, on behalf of MMPEC, will establish specific actions, timelines and measures of success to allow MMPEC, the Department of Economic Development and the General Assembly to judge whether our state—

including MMPEC and the Military Advocate—are achieving the goals we adopted. It is the position of MMPEC that if each of these goals is accomplished, the state of Missouri, MMPEC and the Military Advocate will be fully successful in achieving their shared vision, and that there will be an enriched economic vitality and enhanced quality of life for all Missourians.

MMPEC's Goals are the following:

Goal #1: (Bases) Retain and grow Missouri's military installations and missions, and defense agencies.

Missouri should work in a coordinated and determined way to protect and enhance its current military and defense assets, and attract new missions and opportunities.

Outcome measure: Increases in the jobs and economic impact attributed to military installations, missions and agencies as reflected in biennial economic impact reports

Strategies:

- 1.1. Maintain a strong and aggressive state advocacy with Congress, military leaders, policy organizations and others who can influence decisions about Missouri's military installations, agencies, and missions in Missouri;
- 1.2. Provide technical and financial assistance to installation support organizations and local and regional governments that can implement strategies for mission retention and expansion, and prepare for BRAC or other force realignments;
- 1.3. Increase communications and interactions between Missouri's military and defense leaders, and Missouri's governmental leaders;
- 1.4. Update the state's economic impact analysis of Missouri's military/defense sector on a biennial basis and communicate the value of the sector to Missouri's leaders and citizens;
- 1.5. Create and utilize state and local economic development incentives to attract or retain military installations and missions, and defense agencies
- 1.6. Engage in joint planning with military installations and defense agencies to ensure military and community resilience, in areas that include cost of operations and preparation for man-made or natural threats

Goal #2: (People) Make Missouri the most supportive place in the nation for Service members and their families, and provide opportunities for them to stay or return when their military service ends.

Missouri should work to develop and support initiatives that improve quality of life and opportunities for Missouri military personnel and their families, and increase the attractiveness of our state as a location for them to stay or return to when their military service ends and they become veterans. The impact of these initiatives will be to increase the chances that Service

members will choose to serve at Missouri's installations, and the size and skill level of our workforce will be increased as those who leave the military choose to live and work here.

Outcome measures: The number of service members and their families with a connection to Missouri who choose to live and work in this state after separation from the military, and the value that veterans and their dependents provide to Missouri.

Strategies:

- 2.1. Create and execute a marketing campaign aimed at better acquainting Service members and their families with Missouri's amenities, including the programs and preferences designed to support military families and veterans;
- 2.2. Improve the quality and rigor of K-12 instruction in schools that serve military connected students;
- 2.3. Standardize the process among higher education institutions for awarding postsecondary credits and professional credentials for military education and experience such that credits are applied toward a specific degree or certificate programs;
- 2.4. Enact full professional license reciprocity for service members and military spouses who are transferred to Missouri;
- 2.5. Create a comprehensive method that better connects military service members and their families with available employment and entrepreneurial opportunities in Missouri when they leave the military;
- 2.6. Advocate for increased availability of affordable, high quality housing and child care facilities for Service members and their families

Goal #3: (Businesses) Retain, grow and support the success of Missouri businesses that provide services or products for defense and national security

According to Missouri's last economic impact report, defense spending in Missouri totals about \$14 billion (12th among states), with more than 60% of the total going to contracts with Missouri-based companies. Additional economic development opportunities exist for the strengthening and expansion of these defense companies that support our national defense interests.

Outcome measures: The jobs and economic impact attributed to defense businesses in Missouri.

Strategies:

- 3.1. Communicate the job and economic impact that Missouri's defense businesses have on Missouri's economy;
- 3.2. Support the growth of research and development expertise among Missouri's universities that aligns with DOD modernization priorities, and create additional opportunities for technology transfer to the private sector;

- 3.3. Create a business-university collaborative that focuses on developing new ideas, systems and products for the military and catalogues existing patents and technologies at Missouri universities and companies that have potential defense-related uses;
- 3.4. Define, promote, connect and exploit defense-related business clusters that exist in Missouri and integrate the efforts of economic developers to help retain and grow jobs and capital investments in those businesses;
- 3.5. Create a national security sector initiative to support the vitality of components of the supply chain, such as availability of talent, skills development and entrepreneurship;
- 3.6. Create collaborations among Missouri defense contractors, high schools and the military in robotics, engineering and other STEM-related areas that result in the development of new skills and training pipelines.